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ABSTRACT

This annotated bibliography contains references to various films, articles, and books on the subject of hard-core unemployment, and is divided into the following sections: (1) The Sociology of the Hard-Core Milieu, (2) Training Programs, (3) Business and the Hard-Core, (4) Citations of Miscellaneous References on Hard-Core Unemployment, (5) Citations of Documents of Related Interest, and (6) Filmography. Brief annotations are given for many of the references. (BC)

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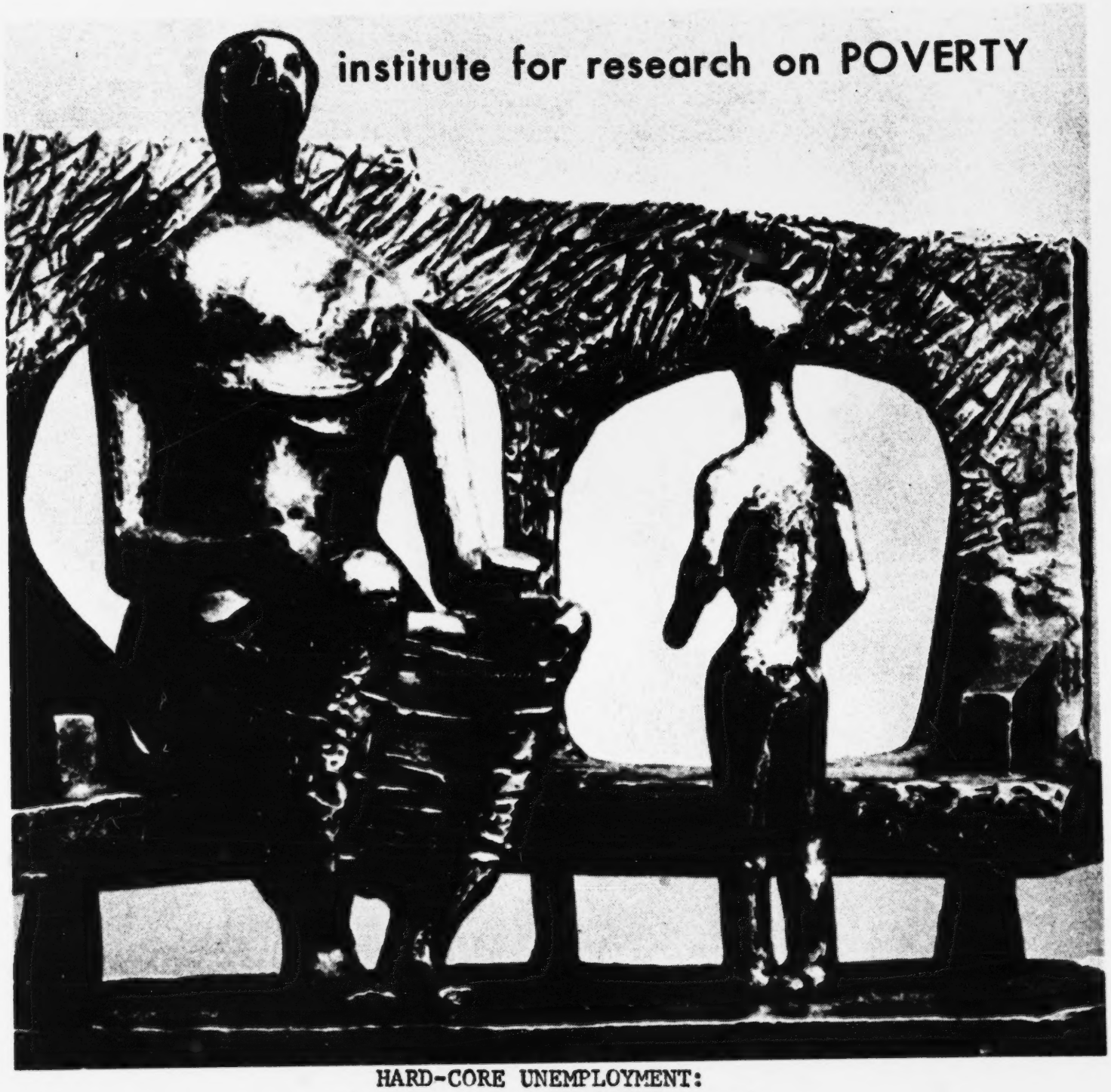

HARD-CORE UNEMPLOYMENT:
a selected, annotated bibliography

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INTRODUCTION

This selected bibliography does not purport to be an exhaustive one; rather, it aims to be reflective of the many parameters relevant to the problem of hard-core unemployment and its solutions. The bibliography is categorized into the following areas: The Sociology of the Hard-Core Milieu, Training Programs, Business and the Hard-Core, Citations of other References on 'Hard-core Unemployment', Citations of Documents of Related Interest, and Filmography.

C.C.
A.B.M.

I. THE SOCIOLOGY OF THE HARD-CORE MILIEU

Callender, Eugene S., "Business and the Hard-Core Unemployed: the Ghetto Subculture," Personnel, July-August, 1968, pp. 8-14.

Callender describes the dichotomy between the "two Americas". The Negro is depicted as the archetype of the perennially inferior group. He is the victim of perpetual discrimination due to his poverty and his lack of business acumen and buying power, which results in a continuing syndrome. He is neither responsible for this syndrome, nor can he transcend it.

One educational endeavor in New York City known as the Street Academy is to find drop-outs, "and sell them on the idea that they could go to college". The people involved in the program were hired street-workers, white college and seminary students who lived with the drop-outs, "followed them on the streets, and kept after them with the idea that college was really an obtainable goal."

Campbell, Anthony C., "An Unsentimental Journey into-the Hard-Core," Conference Board Record, July, 1969, vol. 6, no. 7, pp. 9-12.

Feld, Barbara, "The Subemployment Index--A New Measure," The Conference Board Record, July, 1968, pp. 26-29.

Barbara Feld reports on the study emerging from President Johnson's investigation in 1966 which was to ascertain who the jobless were and where they lived. Unlike previous research surveys which focused on the density problems of entire cities, this study was conducted in several areas of cities which were spotted with unemployment pockets. The cities included were Boston, New York, St. Louis, Phoenix, Philadelphia, San Antonio, and San Francisco.

The survey arrived at the following 'subemployment' index: "1) persons unemployed according to the conventional definition of the term, but also 2) those working part-time but wanting full-time work; 3) heads of households and other members under 65 working full-time but earning poverty wages 4) half the men 20 to 64 years of age and out of the labor force; and, 5) an estimate of the men presumed living in an area and belonging to one of the four other groups, but who could not be found."

"To form the 'subemployment' rate, then, an expanded concept of the labor force was developed which included not only the employed and unemployed, or the traditional labor force, but also included the potential workers--those in categories four and five of the index."

This index, being the first of its kind, cannot properly measure subemployment until further studies are conducted.

Fogel, Walter, "The Effects of Low Educational Attainment and Discrimination on the Occupational Status of Minorities." From The Education and Training of Racial Minorities: Proceedings of a Conference. Madison, The University of Wisconsin, Center for Studies in Vocational and Technical Education, 1968, pp. 121-144.

In this paper, Walter Fogel reports the results of his research on the relations between two factors that create job problems for the deprived ethnic minorities in the United States. The two general causes for these problems, he states, are: the quantity of formal schooling and the influence of non-schooling.

Fogel writes: "Use of schooling requirements in job selection has a much greater impact on nowhites, Mexican-Americans, and Puerto Ricans than on the majority of the population..." The author believes that the unschooled person should be treated as a potential equal contender for all jobs.

MacNamee, Holly, "Learning the Hard Facts of Hardcore Unemployment," The Conference Board Record, August, 1968, pp. 2-8.

This document describes the factual problems which culminate in hardcore unemployment for the inner city child by the age of 18 or 21. The author discusses the growth of the unemployment syndrome and the back-ground of the life-styles of these people. The Federal Government has been responsible for financing at an average cost of $2700 the training of the employees from the hardcore ranks. The members of the local National Alliance of Businessmen act as liaisons betweeen the Department of Labor and the hardcore unemployables.

Patten, Thomas H., Jr., and Gerald E. Clark, Jr., "Literacy Training and Job Placement of Hard-Core Unemployed Negroes in Detroit," The Journal of Human Resources, Winter, 1968, pp. 25-46.

"In 1965 a study was conducted to test the relative effectiveness of the use of the initial teaching alphabet and traditional orthographic approaches to reading among 53 hard-core functionally illiterate, unemployed persons (largely Negroes) in Detroit. Differences in the appropriateness of the two mediums were found. In the spring of 1966 a follow-up study was conducted to determine the job placement and general social adjustment of the participants. Only six of them had obtained jobs, and many of the remainder were continuing in literacy training programs...The achievement of literacy and job placement remain distant goals for the hard-core unemployed. More empirical research regarding specific programs and the members remains to be done despite the growing number of sophisticated studies of human resources in recent years." (From the abstract.)

Purcell, Theodore V. and Rosalind Webster, "Window on the Hard-Core World," Harvard Business Review, July-August, 1969, pp. 118-129.

"Based on intensive study of the Westinghouse Electric Corporation's Occupational Training School, a "vestibule" training program, describes the people and world of the black ghetto. Shows the difficulties of local union leaders, white foremen, and white blue-collar workers in understanding the hard-core worker."

Singell, Larry D., "Barriers to Earning Income," Quarterly Review of Economics and Business, Summer, 1968, pp. 35-44.

Singell's précis of the problem of employment for the poor serves as a stimulating introduction to the sociology of poverty which ultimately leads to the hard-core unemployment syndrome. The socioeconomic characteristics, with appropriate statistics, are cited, with a delineation of the relation of the post-Keynesian work in economic macro theory to the poverty problem.

"Slum Survey," Employment Service Review, May 3, 1967, pp. 28-30, 48.

Based on the 1966 survey arising from President Johnson's Employment study, this series of statistical summaries include topics relating to the urban slum employment picture and the subemployment index as it relates to various urban areas. It discusses traditional unemployment and the actual new figure for slum areas being 10% rather than 3.7%, the national level.

The personal characteristics of the subemployed in slums and their reasons for being subemployed are delineated. Some of the reasons for subemployment have been "inadequacies of inferior education and training", "health problems of deficiences...wage garnishment records... and a lack of motivation".

The conclusion is that unemploymentor subemployment in the city slums is far worse when compared with the whole country; it is concentrated more in the slum areas because of personal individual characteristics rather than economic conditions; and, that though the percentages of unemployment are very large, the absolute numbers are not overwhelming.

Taylor, Harold C., "Pitfalls on the Road to Helping Hardcore Unemployed," Employment Service Review, May, 1967, pp. 31-2.

Efforts by the Human Resources Development Centers, established by the U.S. Employment Service, have spotlighted the importance of contacting the disadvantaged in their immediate neighbourhoods and homes.

The problems of aptitude testing of the poor are depicted here, as are the damaging efforts of self-consciously motivated aid to Negroes as special treatment cases. The deleterious effects of providing an official HRD Center when the need is not really solicited by the neighbourhood is described. Concomitantly, the salutory result of waiting for the need to arise simultaneously from within is shown.

U.S. Department of Labor, Manpower Administration, "Area Trends in Employment and Unemployment, January, 1969." Washington, D.C., Government Printing Office, 1969.

This document is for the most part a factsheet with appropriate statistics on the employment picture throughout the nation, including areas of persistent unemployment. A special section of interest to the hardcore question is a list of 'Firms Certified for Preference Under Revised Defense Manpower Policy No. 5': "To be eligible a firm must be located in or near a section of concentrated unemployment or underemployment

and must agree to employ disadvantaged workers from the classified section." These firms include those with such diversified products as textiles, foods, apparel, lumber and wood, paper, rubber, electrical machinery, and furniture and fixtures.

II. TRAINING PROGRAMS

"Brighter Vistas for Hard-Core," Business Week, June 7, 1969, p. 44.

JOBS, though being changed in its details since the exit of the Johnson administration, is still a going concern with about $2,900 per trainee being supplied by the labor department. Various incentives are arranged to keep the new worker interested in striving for higher work grading levels, which not only provides him with an efflorescing career as a result, but, resultingly, in a job gap which then provides an entre for someone else from the hard-core ranks.

Burt, Samuel M., "Industry Advisory Committees," Employment Service Review, November-December, 1967, pp. 35-40.

The local industry advisory committee is the viable center around which businessmen in American cities can become involved with, and contribute to the alleviation of unemployment amongst the hard-core. These committees plan educational and training projects and programs in connection with the war on poverty.

Some 20,000 industrial education advisory committees have been set up by vocational and training schools throughout the country.

Six programs are cited in the article as examples of anti-poverty measures using the local, industrial advisory committees. These programs are the RYT (Restoration of Youth through Training), Apprenticeship Information Centers Advisory Committees, Job Corps Centers, OIC, Community Action Agency and Concentrated Employment Program, and Manpower Development and Training Act Committees. Job development and training of the hard-core unemployed and underemployed are the main concern of the above committees.

Byars, Lloyd L. and Linda Schwefel, "Training the Hard-Core Unemployed: Some of the Problems and Experiences," Training and Development Journal, July, 1969, pp. 48-51.

Cassett, June, "An Experiment in Outreach," Employment Service Review, October-November, 1968, pp. 22-25, 29.

GAP, otherwise known as Greenmount Applicant Placement Center in Baltimore, is the Maryland State employment service. Their aim has been 'to establish an office tailor-made to meet the employment needs of a ghetto area.' The Center is located in a slum area which services a district of approximately 70 square blocks.

Techniques in sustaining 'outreach' were developed with the result that the Center worked in cooperation with many agencies from the community such as VISTA, the Community Action agency, workers from the Bureau of Recreation, and the Neighborhood Youth Corps, amongst others.

An experiment that is about 3 years old now (in November, 1969), GAP emphasizes that personal visits with clients bring about better results, with the human element being emphasized throughout the total policy of the program. "The physically handicapped, the mainstream applicant, the older worker, the veteran-- all have been serviced at GAP along with the economically disadvantaged."

Community and Regional Resource Development Group and Human Resources Development Group, Chamber of Commerce of the United States, "Guidelines for Programs to Train and to Hire Out-of-School Youth and the Hard-Core Unemployed." Washington, D.C., 1968. 6 pp.

Leaflet sketches the built-in employment woes which drop-outs encounter when job-hunting. Warnings pertaining to later problems of job-adjustment are sounded, however, even for warmly-disposed employers. Also discussed are techniques used successfully by the National Chamber to utilize the best community resources, including pre-vocational education and "job skill training programs for the hard-core unemployed."

Driscoll, Norman, "Lessons from Charcoal Alley; the Watts CEP-- What's Happening and Why," Manpower, February-March, 1969, vol. 1, pp. 3-6.

"Discusses the Watts Concentrated Employment Program."

Drob, Judah, and Vernon Sheblak, "Training the Hard-Core Unemployed," Manpower, January, 1969, vol. 1, no. 1, pp. 28-30.

"Overview of approaches that have been taken to job problems of the hard-core unemployed and profiles of the participants."

"Employers to Train 450 Jobless," The Dallas Morning News, Tuesday, September 30, 1969.

"A 19-member dry cleaning consortium was given $1,258,637 by the federal government Monday to train 450 hard-core jobless persons in Dallas...
Labor Secretary George P. Schultz said the latest grants under the Job Opportunites in the Business Sector (JOBS) program went to 12 employers to help train 563 jobless persons in five Southwest cities...
JOBS is a joint effort of the U. S. Labor Department and the National Alliance of Businessmen to find jobs for disadvantaged jobless persons in 125 of the nation's largest metropolitan areas by June, 1970. The goal is 614,000 by June 1971."

Frank, Donald S., "An Organizational and Operational Manual; a Guide for Helping the Hard-core and for Handicapped Jobseeker." With the assistance of Charles R. Johnakin. Washington, D. C., Three Cities Employment Training Counseling Program, 1968. 34 pp.

Ferman, Louis A., "Job Development for the Hard-to-Employ." (Policy Papers in Human Resources and Industrial Relations no. 11.) Ann Arbor, Michigan, a joint publication of the Institute of Labor and Industrial Relations and the West Virginia University, Center for Appalachian Studies and Development, 1969. 85 pp.

Garnett, Charles B., "Beanpickers from Rio Grande Valley now make Jets in Dallas," Employment Service Review, December, 1969, pp. 22-25.

This is an account of the effects of a training program for more than 600 Mexican-American migratory workers, who 'moved 450 miles to gain skills, higher pay, and steady work'. The project was sponsored by the Texas Labor Mobility demonstration project which gave the workers a five week training in sheet metal assembly. Later, after being moved to the plant's location, they received eight weeks of further job orientation. This program costs the federal

government approximately $551 per family. Yet, the payroll for this particular group has added more than $3 million annually to the economy of the Dallas area.

Greenleigh Associates, Inc., "Establishment of a Buddy System for the NAB-JOBS Program; Pilot Project in Five Selected Cities, Final Report." New York, 1968, 70 pp.

"The Hard-Core Unemployed Connect with Illinois Bell," Public Aid in Illinois, July, 1969, pp. 9-10.

The article traces the career training history of 16 men and 16 women-- now employees of Illinois Bell-- who originally trained at the Bell-Tell Training and Work Center in Chicago. They were coached in adult education, vocational training and production-line work. 70 others-- all black (trainees must fall under the federal ruling of what constitutes being a 'hard-core unemployed' as well as wanting to join the program)-- now are learning set repair, key punching, drafting, and cable forming prior to being hired by the company.

"How to Set up a Hard-core Training Program: 1. Setting up a Hard-Core Training Program. 2. Allaying Fears of Present Employees," Administrative Management, March, 1969, vol. 30, no. 3, p. 22.

Hutson, Ronald H., and James R. Smith, "A Community-Wide Approach to Training the Hard-Core," Personnel Journal, June, 1969, pp. 428-433.

Hutson, Ronald H., and James Smith, "Pilot 'Hard-Core' Project has Ypsilanti Hopeful," Training in Business and Industry, August, 1969, pp. 47, 48, 63-64.

Institute of Labor and Industrial Relations, University of Michigan-Wayne State University, "Job Development for Hard-to-Employ," June, 1968. Available from U. S. Department of Labor, Manpower Administration. 119 p. Free. Document is especially on the needs of Concentrated Employment Programs.

Janger, Allen R., " 'New Start' for the Harder Hard-core," Conference Board Record, National Industrial Conference Board, New York, February, 1969, pp. 10-19. $3.00.

Luce, Charles F., "1001 Good Mistakes in Training Hard-Core Jobless," Employment Service Review, vol. 5, no. 12, December, 1968, pp. 6-9, 15.

New York's Consolidated Edison began a concentrated program on training and utilizing the hard-core unemployed and high school dropouts in November, 1967, entirely at company expense. The personnel used as referrals at this time-- 80 per cent from minority groups-- were made from the Civil Rights Committee of the Central Labor Council of New York City, and from other civil rights and poverty agencies. The trainees received $1.60 hourly for a 40-hour week, and the training period lasted 13 weeks.

The company utilized a system's model from MIND and "plugged it in" with their pilot training program-- the end product was called the new MA-3 program.

Here, the accent has been on a close one-to-one relationship on the employer-employee level.

Mayer, Nathan, "It's All Business," Training in Business and Industry, November, 1968, pp. 31-35.

This is the text of a speech delivered to the "New Careers in Private Industry" conference sponsored by the New York Chamber of Commerce and the New York Urban League. A training program for the hard-core unemployed was conducted by Oxford Chemical Inc., a small company hiring 400 employees in New Brunswick, New Jersey. After the training period was over, the employers began a concerted effort to eliminate job adjustment problems. As a result, the turnover was small even after two months of employment.

These initial weeks of employment are depicted by the author of this explique as being crucial, typically, in the life of the new employee. This is due to the fact that now that he is employed, his family demands a more elaborate standard of living, especially since there has been long-endured privation, while simultaneously, he is harassed by wage garnishments instigated by creditors who assume that now is the time the newly-employed person can begin to pay up old debts.

Mouat, Lucia, " 'Jobs Now' Gears Unskilled Youth for Working World," Employment Service Review, May, 1967, pp. 44-45.

The "Jobs Now" program was first instituted in Chicago and was funded by the U. S. Dept. of Labor. It aimed at recruiting 2000 youths from ages 17 to 21. Between September, 1966, and early 1967 nearly 550 youths, mostly boys, entered the program, of which a hundred were dropped. The advisors to the YMCA and the Chicago Urban League first served as liaison between the "Jobs Now" trainees and Chicago businessmen, their potential employers. Three major aspects were emphasized in the training curriculum: "money management, grooming, hygiene and orientation to the city and its transportation". The article states that one of the major obstacles is the bias against hiring seventeen-year-old high school dropouts.

Naisbitt, John, "The Great Alarm-Clock Revelation," Training in Business and Industry, November, 1969, volume 6, no. 11, pp. 45-49.

Oishi, Gene, "CORE's Centerpiece for Progress," Employment Service Review, August-September, 1967, pp. 12-14, 34.

Gene Oishi describes the experimental Youth Training Program of the Congress of Racial Equality (CORE) that enrolled 18 Negro youths from the ages of 17 to 21, all school dropouts and a majority with prison records. The seventeen week course trained the youths to be service managers, dealers and owners. The project was deemed a success, although it encountered difficulties, because 17 of the 18 Negroes completed the course.

"Project SEESAW: A Beginning for the Rural Disadvantaged in Louisiana," Employment Service Review, March-April, 1967, pp. 21, 22, 30.

SEESAW stands for Special Extension Education Secretarial and Agricultural Workers, an MDTA training program supported by the Institute of Human Relations and Loyola University in New Orleans.

This program was conducted to provide guidance to men and women from four isolated rural parishes in southern Louisiana who had jobs skills, basic education, and personal development to help them get jobs.

"The key to community acceptance of the new project was community involvement from the beginnings...Everyone from the sheriff to the shoeshine man became a local public relations worker."

Ruttenberg, Stanley H., "Manpower Training-- the Seeds of a Dilemma," Manpower, January, 1969, pp. 2-7.

Ryerson, Joseph T. & Son, Inc., Industrial Relations Dept., Chicago Plant, "Ryerson Training Program for Hard-Core Unemployed," Chicago, n. d., 15 pp.

This case study of a particular commercial company's endeavor to employ the services of the hard-core is mainly sociological in its orientation. To enable ghetto victims to gain an entre into the steady labor market, the Ryerson company has set up a three-part program known as the Ryerson Work Experience and Training Program, which involves not only working on the job at the plant and remedial teaching sessions in certain academic skills, but also attitudinal-change training experiences.

Striner, Herbert E., "The Opportunities Industrialization Center: A Successful Demonstration of Minority self-help, training and education." From The Education and Training of Racial Minorities: Proceedings of a Conference. Madison, The University of Wisconsin, Center for Studies in Vocational and Technical Education, 1969, pp. 62-82.

The Opportunities Industrialization Center (OIC) was started in January, 1964, by Rev. Leon H. Sullivan (see cover of him on Saturday Review, August 23, 1969) and other Negro ministers in a poverty section of Philadelphia. To train people for jobs was the major goal of the OIC program. Mr. Sullivan, by December of 1966, had enrolled 7,300 students of which only 3% were high school graduates and 10% had less than eight years of school. More than 2,500 were trained and employed by December, 1966. The recruiting and training program of the OIC includes intake and orientation, The Feeder Program (job training program), compensatory adult education and placement. Many of the OIC graduates go into the garment industry and restaurant-related jobs. In addition, a sizeable number find employment in communications, electronics, chemical, sheetmetal and tool and dye industries.

"... a major shortcoming of the OIC program is the lack of funds for costing out the effectiveness of programs in terms of placement, income generated, occupational mobility, and change of employment status from unemployment or part-to-full-time employment."

Samuel, Gertrude, "Help Wanted: The Hard-Core Unemployed," The New York Times Magazine, January 28, 1968, pp. 27, 42,44, 47, 48, 50.

Following the Detroit riots in the summer of 1967, Ford Motor Company was one of the first to initiate an experiment in which it sent its own labor recruiters into the inner city of Detroit, waiving traditinnal written tests of 'ability' and hiring men on the spot where they live.

The Specialized Training Employment Placement Service (STEPS), a program started by the Mayor of Detroit, collaborated its efforts with Ford in sending notices to the hard-core unemployed. This 'on the spot employment' by Ford has led other industries to start inner city recruitment. As reported in this

article, Ford has interviewed 3,000 hard-core unemployed at two inner-city centers; 1,600 of this number have a job, 600 are hired but are waiting for job assignment, 375 who were hired have either not shown up or have been tardy in responding to the center. Four hundred and twenty-five were refected for either medical reasons or because of habitual police violations. Bob Tindal of the NAAC, commenting on the Ford project said, "I think what Ford Recruitment has shown is that every individual has value--when given the opportunity to do productive work."

Thomas, William C., "An Insider's Advice on Training the Hard-Core Unemployed," Modern Manufacturing, April, 1969, pp. 102-103.

"Training the 'Hardcore' for Private Jobs," U.S. News and World Report, February 12, 1968, pp. 60-62.

The federally supported program 'Jobs Now' involves 35 public and private agencies. The thrust of this article is toward limning the strategy of private industry which subsidized 1100 youths in a training program costing the government $3500 per worker. The program did not prove very successful because only 38% of the youths trained stated on the job, and some of the participating companies stopped hiring from 'Jobs Now' because they were not satisfied with the workers they employed.

Urban Research Corporation; General Learning Corporation, "Training the Hardcore." Chicago, 1969. 12 vol. Illus., tables, maps.

"Comprehensive report on research into the problem of structural unemployment in the U.S.A., with particular reference to steps being taken in respect of vocational guidance and vocational training to relieve hard-core unemployment among Negroes and other minority groups. Includes information on training programs, supporting social services, financing, community relations, trade union policy, etc." (See citation in Section III.)

Virginia State College. Norfolk Division. "Training the Hard-core Unemployed: A Demonstration Project at Virginia State College." 1964.

Zalinger, Alvin D., "Job-Training Programs: Motivation and Structural Dimensions," Poverty and Human Resources Abstracts, May/June, 1969, volume 4, no. 3: Trend supplement - whole issues.

III. BUSINESS AND THE HARD-CORE

Aun, Emil M., "Driving to the TOP," Manpower, February-March, 1969, vol. 1, p. 26-28.

"Describes the Transportation Opportunity Program (TOP) operating in Los Angeles and helping to retrain hard-core unemployed as truck drivers and repairmen."

Aun, Emil M., "JOBS is Putting People to Work," Manpower, May, 1969, vol. 1 p. 14-17.

"A discussion of some of the results of the JOBS programs."

Aun, Emil M., "Wall Street Discovers Hidden Asset," Manpower, August, 1969, volume 1, pp. 2-5.

"A description of some of the efforts made by firms on Wall Street to train and employ former "unemployables" and "under-employed."

Berlin, Jerome I., "Facing the "Hard-Core," Manage, vol. 21, no. 3, January, 1969, pp. 24-27.

"A Bell and Howell executive recommends such training techniques as simulation and role playing to equip first line managers to handle situations involving the hard-core employee."

Bows, Albert J., and G. David Houser, "JOBS, a Program for a Greater Atlanta," Atlanta Economic Review, May, 1969, vol. 19, pp. 2-3.

Bumstead, Richard A., "It Helps to Be a Football Hero," Training in Business and Industry, November, 1969, pp. 50-54.

"An MA-3 progress report on the training of 196 hard-core at the Westinghouse East Pittsburgh works."

Burrows, William E., "A T & T: a Little Trouble Communicating," Wall Street Journal, June 2, 1969.

"Effort of American Telephone & Telegraph Company to acquaint employees with the nature of their commitment to employ the hard-core disadvantaged."

"Businessmen Deny Hard-Core Jobless Hiring Project Lags," Los Angeles Times, Sept. 26, 1969.

"A recent report that the nation-wide JOBS (JOB Opportunities in the Business Sector) program is lagging far behind its claims for hiring the hard-core unemployed has been denied here by Paul W. Kayser, president of the National Alliance of Business (NAB)....

Confusion has arisen, he suggested, because only 25% of the enrollees are hired and trained by private industry with Department of Labor contracts to subsidize extraordinary costs."

Chamber of Commerce of the United States, "Boston Firm Marking Ten Years of Success in Hiring Hard-Core." Washington, 1968, 3p. (Its Urban Action Clearinghouse Case Study no. 8)

Colby, Robert S., "Peoria's Big 'Cat' Takes on the Problem of the Disadvantaged," Public Aid in Illinois, July, 1969, vol. 36, no. 7, pp. 2-8.

Beginning on a small scale in 1966 with the employment of five men from

the hard-core ranks, Caterpillar Tractor Co. began what turned out to be an intensive assault on the problem of unemployment. "Special treatment" program combining special re-education and job training under the eye of sympathetic foremen, along with liaisons with such nation-wide organizations as JOBS and NAB have contributed to the successful incorporation of (at the time the article was written) over 245 people from the hard-core ranks into Caterpillar's nine American plants.

"In addition to providing the basic essentials-- employment, education, and training-- the huge manufacturing firm, through its staff psychologist and its counselors, helps these new employees solve their many problems, both at home and at the plant. Working with them as they adjust to the routine of spending eight hours a day, five days a week, on the job is one of the important functions of this staff."

Consolidated Edison of New York, Inc., "Hire and Higher: A Program for Employing, Training and Upgrading the Human Resources of the Minority Community." New York, Consolidated Edison Company of New York, Inc., 4 Irving Place, New York, New York 10003.

In the initial phases of the assault on the hard-core problem, Con Ed "established three separate and distinct programs. First, a High School Dropout Program geared for recent High School Drop-Out. Second, a Part-Time Employment Program... and finally, a College Part-Time Program."

Field, Paul L., "Does it Pay to Hire the Hard-Core?" Business Management, May, 1969, vol. 36, p. 42.

"Four top executives examine a problem of national import and make some observations..."

Greenwald, Carol S., and Richard Syron, "Increasing Job Opportunities in Boston's Urban Core," New England Economic Review (Federal Reserve Bank of Boston), 1969, pp. 30-40.

"Efforts to bring industry into the Roxbury area of Boston and results of the "Employment express, an experimental program of busing Roxbury residents to the industrial parks on Route 128."

"GM Beams Training at Supervisors of Hardcore," from Manpower Information Service, vol. 1, no. 2, pp. 2-21.

At General Motors, the accent is on involving the top executives as well as the workers themselves. By discussing policies' efficacy as the program unspooled, by viewing films of the program within the company, and of other films from without, and by a special emphasis on putting the new employee at ease with his new job, GM has seemingly involved every echelon in the process successfully.

Habbe, Stephen, "Hiring the Hardcore Unemployed: The Story of Pontiac's 'Operation Opportunity'," The Conference Board Record, June, 1968, pp. 18-22.

A hiring program is described here which was instituted by General Motors' Pontiac, Michigan division, to involve 281 hardcore unemployables: of this group, 150 (53%) remained on the job for at least six months. A co-ordinator, with the assistance of the Urban League committeemen, who are themselves graduates from the ranks of the "unemployables," supervised the program. They consequently feel a personal remorse when one of their trainees slips, and thus they try to make sure that he does not repeat it. They help the new trainee to persevere, and provide supportive advice until he is able to make it alone.

"Hard-core Jobless Get a Friend at the Top," Business Week, March 8, 1969, pp. 67-71.

"By late February, 1969, approximately 125,000 people had been absorbed into the labor stream from the hard-core ranks. A retention rate of about 68% seemed to be indicative of the success of the program. The 1969 goal is to add another 200,000 jobs. (In March, the program encompassed 125 cities.)

President Nixon's imprimatur has helped the program go, and his friend Donald M. Kendall, president of Pepsico, Inc., has succeeded Henry Ford II as head of the National Alliance of Businessmen.

"The Hard-Core Unemployed Connect with Illinois Bell," Public Aid in Illinois, July, 1969, volume 36, no. 7, pp. 9-10.

"Hiring is Just the Beginning," Current, August, 1968, pp. 47-9. Reprinted from The Wall Street Journal, June 11, 1968.

This publication is a collection of excerpts from a Wall Street Journal survey of fifty of the nation's largest corporations. Briefly, these corporations have expressed their policies and attitudes towards the hiring of the hardcore unemployed. The range of problems is delineated that relate to job adjustment on the part of the new employees and their co-workers who have seniority.

One of the corporation chiefs stated "the worry about this business is the making of promises that it can't keep-- and the dangerous disillusionment that may result."

"How the Hard-Core Can Survive Layoffs," Business Week, March 29, 1969, pp. 82, 84.

"...inverted seniority plan would keep hard-core employees on the job while long-term workers volunteer to stay home at 95% pay: but management finds many bones to pick."

"How to Succeed in Hard-core Hiring: To Help Line Supervisors Understand the Problems of the Minority Groups, Some Companies are Trying a 'Sensitivity Kit that Emphasizes Empathy," Business Week, August 24, 1968, pp. 64-66.

Supervisors throughout the country are now able to feel something of the angst of the hard-core via what stage directors, playwrights, and sociodramatists term 'reversal of roles' insofar as it is applied in this setting to playing out extemporaneous interactions, or improvisations based on everyday social events. Predicated on the idea that a supervisor can never really get under the skin of someone until he has played at being him, the Human Development Institute of Atlanta has developed a sensitivity kit consisting of devices which work to put him at a definite disadvantage temporarily.

Called an S-Kit for short, it consists of disorientating techniques, such as Negro and white face masks, and a distortion prism, as well as other props, all of which conspire to interfere with perception. By reversing the roles of the people involved, and putting the personnel manager in the position of the hard-core testee, the technique brings home to the brass in no uncertain terms how it is to be a person who is at one remove from the supposed "usuality" of the interviewing and testing situations.

Maloy, Richard J., "The Profit Motive: Can it Motivate Industry to Hire the Hard-Core?" Manpower, January, 1969, pp. 12-15.

"Milwaukee Employers Fill Hire-Hard-Core Pledge Early," Wisconsin State Journal, Monday, September 15, 1969, section 1, page 5.

"Metropolitan area employers have filled their pledges to hire the hard-core unemployed, although the pledge drive still has more than nine months to go...The 550 companies had promised to hire 2,207 persons, seven more than the National Alliance of Businessmen goal for Milwaukee..."

Nikolaieff, George A., "Hired, then Fired? Firms Agencies Find Ways to Help Hard-Core Past a Slump," Wall Street Journal, January 29, 1969.

Paka, Vincent, "Fairmicco Turns a Hard Core Profit," from The Washington Post, Sept. 14, 1969.

Fairmicco is a concern in the ghetto of Washington to not only make prefabricated house sections, and provide employment for the hard-core, but to give a number of people of very modest means from the community the chance to 'buy into' the company by purchasing a few issues of its stock. One severe problem has been the high turnover of employees-- more than 15 a month. Fairly minimal pay may be responsible for this.

"Putting the Hard-Core Unemployed into Jobs; a Report." Part 2, Business-Civic Leadership Conference on Employment Problems, Chicago, 1967. Washington, D. C., U. S. Government Printing Office, 1968.

Riessman, Frank, "The Human Service Worker: a New Careers Movement," Employment Service Review, March-April, 1967, pp. 4-6.

The "Human Service Worker" belongs to the New Careers concept. He can function as "teacher aide, family planning worker, housing aide, etc."

This class of worker has been categorized as an auxiliary to a nonprofessional, to a subprofessional, to a paraprofessional. The New Careers concept is that the job itself will serve as the motivating force for a worker to be more professional.

The Scheuer-Nelson Subprofessional Career Act passed by Congress has allocated $70 million to employ and train the untrained and unemployed people in these needed jobs.

Riessman, Frank, "New Careers: A Workable Approach to Hardcore Unemployment," Personnel, September-October, 1968, pp. 36-41.

Frank Riessman develops the concept of New Careers: workers with minimum education and without training or experience can be hired for the simplest jobs if they are given basic training immediately as part of the job. The rudiments of relevant education, compensatory skill-building are both critical features in developing New Careers training.

Riessman emphasizes the importance of avoiding overcompensatory discrimination-- which antagonizes fellow workers who do not belong to the hard-core ranks and who have seniority-- and stresses the necessity of upgrading the working conditions and training of the personnel throughout the entire plant. A program for bringing a specialized group of people with skills in to assist in the newly evolving work and life-adjustment patterns is also paramount to the success of such a program. The utilization of workers in helping situations with newcomers, especially those workers who have completed the break-in period, is also graphed.

Shaeffer, Ruth G., "Big Brother to the Disadvantaged," Conference Board Record, March, 1969, vol. 6, pp. 10-15.

"How a small company handles the large problem of employing 'unemployables'."

Still, Lawrence A., "An Answer for Ghetto Youth, Chicago's Jobs Now," Employment Service Review, August-September, 1967, pp. 36-41.

There have been various projects started by the U. S. Dept. of Labor to give employment to thousands of angry, alienated, and frustrated boys and girls "who have been kept out of the mainstream of the American job market for various economic and sociological reasons-- cultural disadvantage, lack of motivation, racial discrimination, and the rest."

Chicago was one of the pioneers in instituting this type of employment program reform. Washington, Philadelphia, St. Louis, Oakland, and Cleveland, have similar projects under "CONCENTRATED EMPLOYMENT PROGRAMS" ("CEP") to provide jobs for 25,000 to 40,000 hard-core unemployed Americans."

One of the main observations in studying the Jobs Now program is that some of the hard-core unemployed only need counselling, while others require job training with continuing guidance.

Sundquist, James L, "Jobs for the hard core Unemployed," Personnel Administration, September-October, 1969, pp. 8-13.

This is excerpted from The Brookings Institution publication, "Agenda for the Nation, 1968." The article traces the history of America's forgotten minorities who remained so until the middle 1950's.

One factor which apparently had major impact for the arousal of interest of industry in hard core unemployment was the event of the riots across the nation, especially in Detroit.

Now that the programs have had a chance to be tried, though, some employers complain of too much absenteeism, spoilage, excessive turnover, and of bad psychological interaction from other employees. Yet, for example, Lockheed's grooming program has been very successful.

The prognosis now seems positive enough in general to be thought of as a worthwhile technique.

"Target: Negro Jobs," Cover story, Newsweek, July 1, 1968, pp. 21-30.

The centralized and extremely critical role which big business can play in the development of worthwhile jobs and careers for the hard-core is discerningly etched in this synoptic view of several compensatory programs. A series of accompanying photographs provides a descriptive glimpse of the many ways in which the hard-core and the world of business seek to become involved with one another through on-the-job training techniques, sensitivity training methods, and carry-through of "big brother" programs. The viewpoints of both the businessmen-- including the factors which make them naturally leery of hard-core employment programs, and of the potential employees themselves via fully-fleshed capsule case histories-- are graphed in this comprehensive and convincing article.

"Teaching People to Hold Jobs -- The Philadelphia Plan," U. S. News and World Report, January 1, 1968, pp. 58-59.

The Philadelphia OIC program has been taken as a model program by two federal agencies, namely the Office of Economic Opportunity and the Department of Labor. There are 24 federally supported programs. In total, there are 65 cities where OIC projects are being planned which are either locally or federally supported.

"Tests that Sharpen Work Skills," Business Week, January 4, 1969, pp. 88-90.

" 'Work samples' method devised to guide European refugees in 1930's now serves hardest-core unemployed."

17.

Urban Research Corporation (in co-operation with General Learning Corporation), "Compilation of Resource Materials for Trainers of the Hard-Core Disadvantaged," a 12-volume loose-leaf manual with the participation of Kenneth P. Clark, 5464 South Shore Drive, Chicago, Illinois, 60615.

U. S. Dept. of Justice, Community Relations Service, "Putting the Hard-Core Unemployed into Jobs; Report of Business-Civic Leadership Conference on Employment Problems, Chicago, June 5-7, 1967. Washington, D. C., U. S. Government Printing Office, 1968.
Part I, Conference summary, 38 p (35¢); Part II, Case Studies, 104 p., (65¢).

"The Business-Civic Leadership Conference on Employment problems, held June 5-7, 1967, in Chicago, brought together 250 employers, educators, and other civic leaders who are pioneering programs to meet our most crucial domestic problem: how to put hard-core unemployed and underemployed minority group members into jobs.

The conference was a how-to-do-it meeting, bringing together employers and other leaders who are convinced that a successful attack on this problem brings benefits not only to minority group members but to industry, the community, and the Nation as a whole."

Both sides of the problem-- from the viewpoint of the businessmen, who looks with some askance at the prospect of hiring from the ranks of the hardcore, and the point of view of the 'unemployable' person, who has become uneasy and perhaps bitter at being repeatedly rejected-- are examined. The resolution, an aggressive one, is exemplified by various outreach techniques.

The companion volume to the main expliqué is well-documented via factual accounts of programs in all parts of the country. The report is sectioned off into portions on Company Programs, Employer-Community Job Programs, The Business-Community Organization, and Special Tools and Techniques-- each handled with names of organizers, particular agencies involved, local co-operators on all levels, and facts and statistics dealing with the employment records of those recruited via the various programs. Cities included, amongst many others, are programs in Chicago (JOBS NOW, Tri-Faith Employment Project, and Job Program for Spanish-speaking residents); Huntsville, Alabama, St. Louis, Los Angeles, and Newark.

Wittmer, Bruce H., "How to Train the Hard-Core Employee: a Presentation of Bruce H. Wittmer, Assistant Placement Manager, Consolidated Edison Co. of New York, Inc. to the American Management Association Conference on How to Train the Hard-Core Employee, February 6, 1969. 15 pp.

Con Ed first experimented with a tri-partite pilot program in November, 1967: one for high-school drop-outs, a special partial employment program for those struggling through school, and a partial college program which allowed the more adept to attain the baccalaureate while working.

Then, in January 1968, under the stimulus of President Johnson's charging of the responsibility for the hard-core to the private sector, 300 people were brought into their employ. The training period lasts 26 weeks, and flexibility as to rank and ceiling wage provides high motivation for those in this unofficial contract-- a self-imposed obligation to the underprivileged --which Con Ed has shouldered.

Another version of this, dated September 25, 1969, to The American Management Association Conference on Techniques in Training Hard-Core Unemployables in Industry, serves as a companion piece and updating of the above.
See also the citation on page 13, also from Con Ed, entitled "Hire and Higher."

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"A Year of Awakening; an Interview with Leo Beebe," Manpower, May, 1969 pp. 22-26.

"Mr. Beebe, a Ford executive, served on loan as executive vice-chairman of the National Alliance of Businessmen from January, 1968 to February, 1969, the first year of operation of Job Opportunities in the Business Sector Program."

FILMOGRAPHY

DO YOU THINK A JOB IS THE ANSWER? (1969)
65 minutes Color Sound 16 mm.
Distributor: Audio-Visual Center, Indiana University, Bloomington, Indiana
Rental: on request

"The film describes the Jobs Campaign in Detroit: the progress and difficulty in hiring and keeping thehard-core unemployed; the campaign in context of the overall social climate of the city; the particular difficulties in setting up a bus service for black workers to ease transportation to one city plant."

EMPLOYING THE DISADVANTAGED
45 minutes Color Sound 16 mm.
Distributor : BNA Films, Inc., 1231 24th St., Washington, D. C. 20037.
Rental: $75.

"A documentary of industry's innovative efforts in developing training methods for the hard-core unemployed which culminate in employment. The programs covered in this film consciously seek out the disadvantaged and train them for a wide range of industrial jobs."

IN THE COMPANY OF MEN (1969)
52 minutes B & W Sound 16 mm.
Distributor: Newsweek and the National Alliance of Businessmen. Newsweek: 444 Madison Ave., New York, N. Y. 10022; National Alliance of Businessmen: 60 E. 42 St., New York, N. Y. 10017.
Rental: $25.

"An examination of the conflicting attitudes of recently hired "hard-core" unemployed and older black workers with those of company supervisors and foremen in an auto plant in Georgia. The film documents the use of role playing, in which members of each group take on the roles and attitudes of the other."

JOBS IN THE WORLD OF WORK - A GOOD PLACE TO BE
12 minutes Color Sound 16 mm.
Distributor: McGraw-Hill, Inc., 330 W. 42 St., New York, New York 10016.
Rental: $10

"This film is part of The World of Work series, which is designed to dramatize in non-academic situations, the pre-vocational skills and attitudes young people must acquire. The pre-vocational guidance emphasis is on the internal feelings of the characters as they are confronted with decisions and choices. A Good Place to Be provides an orientation to the world of work. A wide variety of jobs are shown..."

MANAGEMENT, MOTIVATION AND THE NEW MINORITY WORKER
45 minutes B & W or Color Sound 16 mm.
$40 b & w; $60 color
Distributor: Roundtable Films, 321 S. Beverly Drive, Beverly Hills, Calif., 90212.

"A documentary on the problems of integrating one of the "hard-core unemployed" Negroes into a large corporation. The leadman of the new employee presents his case to a panel of experts in the field, describing the apathy and hostility he encounters. During the course of the session, the leadman acts out both his role and the role of the new employee. The strength of the film comes not only from the openness of the discussion, but from the fact that this is an actual job in question and real people."

THE NAME OF THE GAME (1968)
27½ minutes B & W Sound 16 mm.
Distributor: Center for Mass Communication, Columbia University, 440 W. 110 St., New York, N. Y. 10025.
Rental: Not for rent; purchase price, $62.

"This film is aimed toward showing people, especially the hard-core unemployed, the many areas open to them in the job field. It points out the jobs available in rural areas as well as the city, and discusses the training centers provided by both government and industry to aid people in gaining employment."

OUTREACH
Color Sound 16 mm.
Distributor: Audio-Visual Dept., Chamber of Commerce of the United States, 1615 H St., N. W., Washington, D. C. 20006.
Rental: $50

"A documentary of two programs which have proved successful in preparing and locating jobs for the hard-core unemployed."

A PIECE OF THE CAKE
58 minutes Color Sound 16 mm.
Distributor: Audio-Visual Center, Indiana University, Bloomington, Indiana
Rental: On request

"This film documents the efforts of Westinghouse Electric Corporation to recruit and train the hard-core unemployed. It presents a cycle of recruitment and training of 23 men, who after they have moved through entry level jobs, are considered for promotions within the plant. It notes also the problems these men face relating to black and white attitudes as they are disclosed in a variety of interviews with workers and foremen."

TAKE A GIANT STEP
37 minutes Color Sound 16 mm.
Distributors: Sunburst Films, Roundtable Films; Sunburst Films, Inc., 7046 Hollywood Blvd., Los Angeles, Calif. 90028; Roundtable Films, Inc., 321 S. Beverly Dr., Beverly Hills, Calif. 90212.
Rental: On request

"This film presents a dramatic account of a 21 year old Negro youth who has become a man during the Watts riots, later a disillusioned veteran of freedom marches in the south and finally a member of the vast unskilled labor force in Watts. Unhappy to be living on welfare with his wife and baby he finds his brushes with police and his Black Power background have labelled him as undesirable to most personnel employers."